I. <u>Project Identification</u>

Project Title: Enterprise Licensing

Agency Name

Department of Administrative Services

Agency Business Unit

Application Services

Your Name (Submitter)

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II. <u>Project Description</u>

A. <u>Project Dates</u>

Proposed Start Date (MM/DD/YYYY)

04/01/2013

Expected Completion Date (MM/DD/YYYY)

03/31/2014

Project Duration (in months)

12

B. **Project Description -** This information will be used for listings and report to the Governor and General Assembly on capital funded projects.

Enterprise credential management (eLicensing) is used today by multiple agencies (DPH, DCP, SOTS, DOAG). This project will complete current rollout activities to maximize current product implementation. This project will also reexamine agency business requirements to determine best long term system options.

C. **Summary.**

Summary - Describe the high level summary of this project in plain English without technical jargon
This project would consist of: (1) implement new online product features to put license applications online; (2) review evolving state and business needs for participating agencies; ; (3) Expand document storage capabilities to accommodate forecasted growth; (4) Review other government licensing products; (5) Provide recommendations and Gap Analysis report; (6) Identify additional State agencies that may benefit from participating in an enterprise credential management system.

Purpose – Describe the purpose of the project
This project will continue to make the state government licensing process more user-friendly and efficient, while providing additional information and services through the online portal. The refinement and analysis of each agencies process will allow for comprehensive modern business practices to be implemented driving cost savings through productivity improvements. The near-term project goals will accommodate immediate business needs and the long-term goals will position the state agencies with the appropriate information necessary to make a quantifiable decision for the enterprise credential management system. Overall this project will create an environment where additional state agencies will be able to join the enterprise credential management solution to take advantage of a uniform licensing process.

Importance – Describe why this project is important
This project will allow critical features that agencies have been asking for to be implemented in this fiscal year.   The agency analysis along with the cost benefit and gap analyses will be critical for the State to make a well informed decision about its future. The implementation of new features and agency analysis will provide efficiencies to workflow processes to help ease the burden of the intense workload while providing a more expedient response to the consumer.

Outcomes – What are the expected outcomes of this project
(1) Functional online credential services available to the public to include: Applications; Complaints; Certificate Printing; Email notifications; and proxy renewals. (2) Detailed implementation analysis of each agency process and business needs. (3) Gap analysis of the eLicense solution. (4) Cost benefits analysis of replacing eLicense with a comparable solution. (5) Make a final decision to keep or replace the system.

Approach and Success Evaluation – Provide details of how the success of the project will be evaluated
The approach and success criteria will be managed through a project plan. Each project action phase will have a required deliverable. The completion of each deliverable will be evaluated by the eLicense enterprise steering committee for completeness. The Steering committee will then distribute final deliverables to the agency stakeholder community.

D. **Business Goals**. List up to 10 key business goals you have for this project, when (FY) the goal is expected to be achieved, and how you will measure achievement, Must have at least one. Please use action phrases beginning with a verb to state each goal. Example: "Reduce the Permitting process by 50%". In the Expected Result column, please explain what data you will use to demonstrate the goal is being achieved and any current metrics.

Business Goal (Action Phase)	Target FY for Goal	Current Condition	Expected Result
Evaluate current state of eLicense implementation and future needs across participating agencies. Determine gaps in what the current system provides vs. business needs	2014	Current licensing implementations have varied quality and completeness. Some divisions are only using 20% of functions, where other may be using 80%. Consistent enterprise configuration standards have not always been utilized or defined. Some business needs for remote and Online services still need to be evaluated to determine if the current product needs to be modified or replaced.	A completed analysis picture that will provide options and recommendations for near term enhancement's or modifications. Also, this analysis should provide the basis for determining if product replacement efforts should move forward. A current state and Gap analysis document will be a deliverable.
Implement new online features across agencies to achieve 80% implementation for each online module. (includes applications, complaints, continuing education, and email notification)	2014	New features were provided in the most recent release. DCP and DPH are demanding this be implemented ASAP. These online features will eliminate or improve internal manual processes. Each agency division has identified the mandatory and preferred credentials for implementation. The current workload at each licensing agency is backlogged and delay for services is the norm. This situation requires a solution that allows staff the ability to meet expectations in an efficient manner that provides licensee's with the appropriate response levels.	Implementation across key enterprise licensing divisions by providing easy efficient access of information and services for business and citizens. Each agency will provide regular implementation results as each module is introduced. Success will be measured by % of completion. Implementation will allow agencies to align staff properly to be more efficient and reallocate resources to address backlogs and handle other assignments that have been put aside due to limited resources.
Improve usability of system by making information more user friendly	2014	The current system has very few help screens. The online search screens and drop lists do not always follow standardized enterprise rules.	Redesigned online home page with more agency specific information and help options. Modified online views and lists that provide consistent logical data selections. Stop watch times and surveys will be used to measure success.
Identify, gather requirements, and work with vendor on critical modifications needed to use online features	2014	Since the new features are just being implemented we expect some critical requirements for CT may not be met through base product.	Implemented enhancements of online features as defined in the requirements documentation. Success will be measured by Mandatory requirements being met.
Review industry standard licensing systems and utilize gap	2014	The eLicense system currently provides a wide range of licensing functions. But, the release and bug fix quality has been	This effort should provide an overview of industry leaders for licensing, enforcement, and online services. Also, a

analysis done during evaluations to assess the potential of other systems		impacting user productivity and satisfaction. ELicense new functions and modification usually require multiple testing passes for user acceptance. We don't know if other products can meet CT needs better than current system, or if there are additional features available that lead us toward replacement.	preferred feature list will be established to assist in any future replacement efforts. The success measurement will be to have a broad knowledge of other licensing systems to determine if we should invest in future replacement. An industry evaluation will also be used as a comparison tool.
Produce a Cost Benefit Analysis based on new product that better suits our needs	2014	We have not identified all the costs that would go into replacing the system if that were to be required. We will be working on obtaining those numbers.	Once all information is available the stakeholders can make a decision on the future of the system.
Evaluate the enterprise to determine if other agencies could take advantage of the licensing system. Knowledge could be used to add to current system or in the development of requirements for a new system	2013	No other agencies have contacted us about using the current licensing system, but we have identified 7 agencies that have licensing needs. Interviews and product demonstrations may help in determining if these other groups may benefit from being included in either migration to eLicense or part of any new system evaluation.	Identify other licensing agencies that may want to become stakeholders in the enterprise licensing system

E. **Technology Goals**. From a technical perspective, following the above example, list up to 10 key technology goals you have for this project and in which Fiscal Year (FY) the goal is expected to be achieved. Please use action phrases beginning with a verb to state each goal. Example: "Improve transaction response time by 10%".

Technology Goal	Target FY for Goal
Increase storage capacity of current application (current system is projected to be at capacity by end of 2013 and it cannot be increase without application changes or OS upgrade	FY14

F. **Priority Alignment.** The criteria in this table, in concert with other factors, will be used to determine project priorities in the capital funding approval process. Briefly describe how the proposed projects will align with each criterion.

Priority Criterion	Y/N	Explanation

Is this project aligned with the Governor's Key Priorities?	Yes.	The project will make provide new online services making transactions with citizens and business more efficient. The new online feature will provide clearly identifiable savings to the state and the analysis of the current system will ensure the state will makes the proper decision where to put its funds as well as analyzing if it's a safe place to conduct state business. The system is used by multiple agencies and as part of the project we will be checking who else could take advantage of it.
Is this project aligned with business and IT goals of your agency?	Yes	It's an online system used by multiple agencies.
Does this project reduce or prevent future increases to the agency's operating budget?	Yes	The new features being implemented will reduce printing costs at the agencies.
Will this project result in shared capabilities?	Yes	The system is currently in use by four agencies and we plan on identifying other agencies that can take advantage of the enterprise system.
Is this project being Co-developed through participation of multiple agencies?	Yes	The business owner of the eLicense system is the eLicense Steering Committee made up of staff from DCP, DPH, OPM, and DAS.
Has the agency demonstrated readiness to manage project of this size and scope?	Yes	DAS/BEST Enterprise Applications with oversee the project
Is the agency ready to deliver the business value proposed?	Yes	

G. **Organizational Preparedness**. Is your agency prepared to undertake this project? Is senior management committed, willing to participate, and willing to allocate the necessary time, energy and staffing resources? How will the project be managed and/or governed and who will make the key project decisions?

We have met with Deputy Commissioners at DCP, DPH, and SOTS to ensure they will participate in this initiative and commit resources. The eLicense Steering Committee will govern the process and make key project decisions. DAS/BESTApplication Services division will oversee the consultant and project.

H. **Project Ramp Up**. If capital funds are awarded for this project, how long will it take to ramp up? What are the key ramp-up requirements and have any off these already been started? For example, has a project manager been identified? Has an RFI been issued? Is a major procurement required such as an RFP?

One consultant with extensive knowledge of the current system is in place and can perform or manage many of our goals. Depending on target dates we may engage a Business Analyst from the IT Consulting Contract to assist.

I. **Organizational Skills**. Do you have the experienced staff with the proper training to sustain this initiative once it's a production system? Do you anticipate having to hire additional staff to sustain this? What training efforts are expected to be needed to maintain this system?

The system is primarily supported by participating agencies and one IT manager that is responsible for multiple enterprise systems so support is limited. A dedicated staff member to support the enterprise service would be very beneficial in the future. Currently now staff allocation available

J. **Financial Estimates.** From IT Capital Investment Fund Financial Spreadsheet

Estimated Total Development Cost	Estimated total Capital Funding Request	Estimated Annual Operating Cost	One Time Financial Benefit	Recurring Annual Financial Benefit
$270,000	$270,000			$569,240

Explanation of Estimates						
Features	hours per	Cost Per	2012 Counts	100% Participation	50% Participation	25% Participation
Online Application labor savings	0.5	$25	56,613	1,415,325	707,663	353,831
Online Complaint labor savings	0.25	$15	17,442	261,630	130,815	65,408
Online License printing labor + postage savings	0.01	$2	100,000	200,000	100,000	50,000
Email vs. printed letters automation labor + postage savings @ 100,000 transactions	0.05	$4	100,000	400,000	200,000	100,000
Potential Savings of 25% public online participation is achievable post project. Internal participation by each Board will determine the Email correspondence savings.				2,276,955	1,138,478	569,239

III. **Expanded Business Case**

A. **Project Impact.** Beyond the top business goals identified in Section II, 1) What impacts will this project have, if any, in the targeted areas below 2) What would be the impact of not doing this project 3) How will the project demonstrate benefits are achieved.

(1) Impact Area (Vision)	Description of Project Impact
Will this project provide efficient and easily accessible services for all constituents?	Yes, the proposed online services implementations will extend easy access to applicants and licensee's alike.
Will this project promote open and transparent government with the citizens of the state?	Yes, the online services will allow the public to view license information at all times.
Will this project establish efficient and modern business processes?	Yes, the analysis work will provide detailed recommendations for process improvements.
Will this project increase accuracy and timeliness of data for policy making, service delivery and results evaluation?	Yes, the current licensing product provides for enterprise data reporting at every level.

2) What is the expected impact of NOT doing this project?
By not doing this project the state will continue to utilize the credential management system at less than 50% of the potential features licensed. Also, the user community and public will not benefit from the additional efficiencies and online services. The analysis portion of this project would not be available for integral process improvement and strategic planning, and the cost reductions would not be realized.

(3) How will you demonstrate achievement of benefits?
Utilization of the online applications will be tracked.

B. **Statutory/Regulatory Mandates.** 1) Cite and describe federal and state mandates that this project in intended to address. 2) What would be the impact of non-compliance?

(1) Statutory / Regulatory Mandates:
Not applicable

(2) Impact of non-compliance:
Not applicable

C. **Primary Beneficiaries.**   Who will benefit from this project (citizens businesses, municipalities, other state agencies, staff in your agency, other stakeholders) and in what way?

The new online features will benefit public users of the system by allowing them to apply for licenses online, file complaints online and now print credentials real time instead of waiting for them to be sent by mail after processing. Employees managing the system will have work load cut in half for people who fill out online. Regarding the analysis project, it will benefit the eLicense Steering Committee, Agency Management and administrators by identifying problem areas that can be addressed and allowing the state to make a decision on where to focus funding and efforts going forward.